AN ANALYSIS OF PRINCE EDWARD ISLAND'S MANAGEMENT TRAINING NEEDS

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INTRODUCTION:

In the summer of 1984, the PEI Department of Industry, with assistance from the University of Prince Edward Island School of Business, conducted a survey of Island employers to identify their perceptions of management training needs and delivery methods.

Although studies of this nature have been conducted previously, this is the first extensive survey of Prince Edward Island's management training needs. Thus, the interview schedule was designed to explore a wide variety of management training issues such as:

a) management employment levels
b) management training needs
c) current management training methods used
d) utilization of government sponsored management training
e) preferred management training methods
f) management training delivery methods

Since, the survey was an exploratory one, many open-ended questions were included to stimulate discussion concerning management training issues. In total 261 firms were interviewed throughout the province.

The following report presents an analysis of the results of the survey along with a discussion of the methodology and objectives.

OBJECTIVES:

The objectives of the Management Training Needs Analysis were to determine -

a) the types of management training courses required in the private sector

b) the barriers to the utilization of management training

c) the best design and delivery system for government sponsored management training programs.

The data will be used to assist in the design of an effective government sponsored management training program. For example, courses and delivery mechanisms can be planned to meet the needs of private sector employers.

METHODOLOGY:

Management Training Needs could vary by sector. Therefore, it was decided to include as many industries as possible. However, some industries were not appropriate to include.

The following sectors were excluded from the survey, because a Government sponsored management training program would perhaps not be appropriate.

a) any government or quasigovernment agencies or institutions

b) associations or unions

c) office of professionals

d) primary industries where most individuals are self-employed

e) industries where companies would have few employees such as investment and holding companies

Thus, the following industries were omitted from the survey:

INDUSTRY	STANDARD INDUSTRIAL CLASSIFICATION (1970)
Agriculture	001-019
Fisheries	041
Security Brokers	705
Investment and Holding Companies	707
Real Estate Operators	737
Education and Related Services	801-806
Hospitals	821
Provincial Health Care Institutions	822
Offices of Physicians and Surgeons	823
Offices of Para Medical Personnel	824
Offices of Dentists	825
Miscellaneous Health Services	827
Welfare Organizations	838
Religious Organizations	831
Theatrical and Other Staged Entertainment	845
Offices of Accountants	861
Offices of Architects	863
Offices of Lawyers	866
Offices of Management Consultants	867
Labour and Trade Organizations	891
Miscellaneous Services	899
Provincial Administration	931
Local Administration	951

After these industries were omitted from the PEI Department of Industry Business Register, there were approximately 3,200 firms remaining.

This list was then used to draw the sample. Originally, the Business Register was acquired from Statistics Canada, however, it was updated by the Department to include Prince Edward Island firms owned outside the Province.

Subsequent revisions (such as coding the Standard Industrial Classification for the new entries, removing firms out of business) were also required.

One of the problems with the Business Register list is that some firms are included which might not have been employers in the true sense of the word. The Business Register includes any firm/person who has had a payroll deduction number assigned. For example, in some instances, a person may have hired another individual for a very short period of time to help in building a house, thus this individual would be included in the Business Register list, because a payroll deduction number was assigned. Clearly then, there would be some entries in the Register which are not businesses per se.

In an effort to purge the list, some of the companies were cross-referenced with the telephone directory, to determine if they were in fact a business (defined as a commercial enterprise or establishment). As a result some of the businesses were removed from the Business Register.

The telephone directory was used to determine the completeness of the Business Register because it was to be used as the list for drawing the sample. Two telephone exchanges O'Leary and Murray River were used to determine the number of businesses in the area which was then compared to the number in the Business Register. In both instances, approximately 70% of the businesses were included in the Business Register. Given time constraints it was not possible to completely update the Business Register.

SAMPLE SELECTION

The Business Register list was sorted by 1970 Standard Industrial Classification and Postal Code. Firms

were then selected randomly from within the industry category with the use of a table of random numbers. If replacement was required (for example, a firm had gone out of business or did not meet selection criteria) then replacement was selected from the same industry category, again using a table of random numbers.

The sample was selected on a random basis by industry in order to ensure both large and small firms were represented.

The sample was selected in the following manner. The Business Register listing, excluding those industries shown previously, was sequenced by 1970 Standard Industrial Classification. The list was then sorted by postal code within the Standard Industrial Classification.

In order to ensure the coverage of all industries, at least one was selected from each of the industries. The following method was used to draw the sample. If there were nine or more firms within a particular industrial classification, then 1/9 of the firms were selected at random. If there were eight or fewer firms in an industrial classification, then a table of random numbers was used to assist in the random selection of one of the firms.

PRETEST

Four firms, each from a different industry, were randomly selected for the pretest of the instrument. As a result of the responses, one question was omitted and several others were slightly modified. A question on the education level of the managers had to be omitted because of the difficulty of obtaining accurate data. In general, however, employers found the questions relatively easy to answer. A copy of the survey instrument appears in APPENDIX A.

ADMINISTRATIVE DIFFICULTIES:

With the assistance of summer students, interviewing began during the month of August. The target date for the completion of the interviews was August 31, 1984 in order to allow sufficient time for the preparation of a report which would make recommendations as to the management training courses which are required. Unfortunately, unforeseen difficulties, delayed completion until September.

There were some inherent difficulties in conducting the research in August -

(1) For many firms August is the busiest month of the year. For example, tourism establishments and other seasonal operations are extremely busy. This of course contributed to the number of refusals. This made it difficult not only to arrange interviews but also to reach managers by phone.

(2) In several instances, firms had just been interviewed by other agencies and declined to participate.

(3) One of the additional problems experienced in doing the survey occurred as a result of the nature of firms on Prince Edward Island. The average firm size on Prince Edward Island is approximately 10 according to the Employers Survey conducted by the Research and Analytical Services Section in 1981. Thus, there are a substantial number of small businesses on Prince Edward Island. As a result, some of the firms thought that an interview on management training did not pertain to them because of the small number of employees. As a result, some small businesses refused to do the interview because they thought it did not pertain to them.

Nevertheless, 261 interviews were conducted with Island employers.

ADMINISTRATION OF THE SURVEY INSTRUMENT:

Interviewers were instructed to call the firms which had been selected on a random basis to set up an appointment for the interview.

Interviewer instructions were developed to ensure consistency in dealing with employers. Interviewers travelled to the various firms across the Province to interview the manager.

Also, in an effort to ensure employers were aware of the survey prior to being contacted by the interviewers, a press release was distributed indicating the survey was endorsed by both the Charlottetown and Summerside Chambers of Commerce and the Canadian Manufacturers Association. The following section begins the analysis of the survey results.

BACKGROUND INFORMATION ON THE FIRM

LOCATION:

As one might expect, the majority of firms interviewed were from Charlottetown (49%) or Summerside (15%). Firms from other parts of the province were also interviewed. For example, Prince County including Summerside accounted for 30% of those firms included in the survey compared to 11% in Kings County. Almost 60% of those firms interviewed were located in the Queens County area.

Table 1 presents the number of firms interviewed by location.

TABLE 1 LOCATION OF FIRMS INTERVIEWED IN THE MANAGEMENT TRAINING NEEDS ANALYSIS

LOCATION	NUMBER	PERCENT
Alberton	9	2.4
Borden	2	0.8
Bunbury	1	0.4
Cardigan	1	1.4
Central Bedeque	3	1.1
Charlottetown	120	49.4
Cornwall	7	2.7
Georgetown	2	0.8
Hunter River	7	2.7
Kensington	13	5.0
Miscouche	1	0.4
Montague	11	4.2
Morell	2	0.8
Mt. Stewart	1	0.4
Murray Harbour	3	1.1
Murray River	1	0.4
O'Leary	3	1.1
Parkdale	6	2.3
Sherwood	7	2.7
Souris	3	1.1
Southport	1	0.4
St. Eleanors	1	0.4
St. Peters	1	0.4
Summerside	40	15.3
Tyne Valley	1	0.4
Wellington	5	1.9
	261	100.0

SOURCE: 1984 Management Training Needs Analysis, Question 1B

Thus, the sample was heavily concentrated in Queens County, however, according to the 1981 Census Queens County accounts for 51% of the labour force, while Prince County accounts for 34% followed by Kings County at 15%. If labour force size is used as a proxy, then the sample of firms slightly over-represents Queens and under-represents the other counties.

INDUSTRY

The managers were asked "what type of business, service or industry is your firm involved in?" The answers were then coded using the 1980 Standard Industrial Classification. Retail Trade (32%), construction (13%), accommodation, food and beverage (12%) and manufacturing (12%) accounted for a significant percentage of those firms included in the survey. Table 2 provides the information.

TABLE 2 NUMBER OF FIRMS PARTICIPATING IN THE SURVEY BY INDUSTRY

INDUSTRY	NUMBER	PERCENTAGE
Agricultural and Related Service	4	1.5
Fishing and Trapping	1	0.4
Logging and Forestry	1	0.4
Manufacturing	30	11.5
Construction	34	13.0
Transportation and Storage	15	5.8
Communication and Other Utilities	4	2.0
Wholesale Trade	21	8.0
Retail Trade	84	32.2
Finance and Insurance	12	4.6
Real Estate Operator & Insurance Agent	2	0.8
Business Service	4	1.5
Government Service	1	0.4
Accommodation, Food and Beverage Service	31	11.9
Other Service	17	6.5
	261	100.5 [1]

SOURCE: 1984 Management Training Needs Analysis Question 3

1: Numbers do not add up to 100 due to rounding

Approximately 40% of the firms in the survey are in the retail and wholesale trade industry which includes a variety of industries such as service stations, food stores and hardware stores. However, the trade industry accounts for a much smaller proportion of the labour force (16%). The reason for the over-representation is that the same sampling ratio was applied to all industries. Approximately 1,200 retail trade firms were included in the Business Register, resulting in a large number of firms in the sample.

Although, a significant portion of those interviewed were in retail trade, there is a good representation from other industries such as construction and

manufacturing. The exclusion of some industries from the survey results in some industries accounting for a higher percentage than would otherwise be the case.

YEAR ROUND OPERATION:

The vast majority (92%) of the firms were open on a year round basis. The 1981 Employers Survey conducted by the Research and Analytical Services Section found 87% of the firms were open year round, compared to 88% of manufacturing firms according to the Joint Federal Provincial Study of the Impact of Technological Change. Thus, the Management Training Needs Analysis showed a higher percentage of firms open year round, possibly because of a higher proportion of retail operations included in the sample which are open throughout the year.

EMPLOYMENT FLUCTUATIONS:

Firms were asked "does employment in your firm fluctuate on a seasonal basis?" The majority (62%) said employment did fluctuate on a seasonal basis. In total, 99 firms (38%) maintained a consistent level of employment throughout the year. The Joint Federal Provincial Survey on the Impact of Technological Change found that 59% experienced employment fluctuations compared to 62% in the Management Training Needs Analysis. Thus, three out of every five firms experienced seasonal fluctuations in employment. This is not surprising given the seasonal nature of Prince Edward Island's economy.

EMPLOYMENT LEVELS:

Those who reported a seasonal pattern of employment were asked their employment levels during the peak and low month in 1984. On the other hand, those who reported a consistent level of employment were asked the number employed on average.

The following table presents total employment levels for respondents during the peak and low month period.

TABLE 3 TOTAL EMPLOYMENT LEVELS

	A Peak Month Employment	B Low Month Employment	C Year Round Employment	D[1] Peak Month Total (A+C) Employment	E[2] Low Month Total (B+C) Employment
1984	4,545	2,504	1,123	5,668	3,627

1. Peak month total employment is equal to peak month employment (Column A) plus year round employment (Column C) A+C
2. Low month total employment is equal to low month employment (Column B) plus year round employment (Column C) B+C

SOURCE: 1984 Management Training Needs Analysis - Question 5B, 5C

As Table 3 illustrates, there is a significant difference between the peak month and low month employment levels. The Labour Force Survey estimated that Prince Edward Island employment averaged 49,000 in 1983. Thus, individuals employed by the managers in the survey represent approximately 9.5% of the total number employed on Prince Edward Island.

On average, 28 people were employed during peak employment periods compared to 16 during low employment periods. For those firms who did not experience seasonal fluctuation in employment, average firm size was 11. The 1981 PEI Employers Survey found average firm size was 10 which compares closely with the firms who employed persons year round.

VOLUME OF BUSINESS

In an effort to determine employers perceptions of their business, the following question was raised - "Since 1980 has your volume of business increased, decreased or remained the same?" As one might expect, the majority (71%) found the volume of business had increased. Some (10%) found it had decreased while others (19%) thought it remained the same.

Given the economic recession, the numbers are not surprising as most businesses experienced increases in the volume of business as the severity of the recession decreased. Thus, the majority of firms had experienced growth in the volume of business after the recession. Management could require new strategies to deal with the increase.

MANAGEMENT AND SUPERVISORY EMPLOYMENT LEVELS

Prior to analyzing the management training needs of individual managers, it is important to analyze the number and occupations of individual managers. Each firm was asked "how many persons in your firm are - managers, (plans, organizes, directs, controls a major function of the firm)?" In total, there were 490 managers in the 261 firms which were interviewed. On average, each firm had approximately two managers. The majority of firms had either one (53%) or two (26%) managers. Eight firms had more than five managers.

Employers were also asked to provide an indication of the duties of each of the managers which was used to code the occupation. (It should be mentioned that the survey allowed for a maximum of six managers. For those firms with more than six managers, the first six managers identified by the respondent were included). The following table presents the number of managers by occupation.

TABLE 4 NUMBER OF MANAGERS BY OCCUPATION

SOC [1]	OCCUPATIONAL TITLE	NUMBER	PERCENTAGE
1130	General Managers & Other Senior Officials	196	40.4
1135	Financial Management	21	4.3
1136	Personnel & Industrial Relations	4	0.8
1137	Sales & Advertising Management	32	6.5
1141	Purchasing Management	6	1.2
1142	Services Management	20	4.1
1143	Production Management	25	5.1
1145	Management Occupations, Construction Operations	3	0.6
1146	Farm Management	1	0.2
1147	Transport & Communications Operations Operation Management	1	0.2
1149	Owners	134	27.3
1150	Other Managers & Administrators n.e.c.	28	5.7
1171	Accountants, Auditors, & Other Financial Officers	7	1.4
1175	Purchasing Officers & Buyers, Except Wholesale & Retail Trade	1	0.2
3330	Producers & Directors, Performing and Audio Visual Arts	1	0.2
4130	Supervisors: Bookkeeping, Account-recording and Related	1	0.2
4190	Supervisors: Other clerical and Related n.e.c.	1	0.2
6120	Supervisors: Food & Beverage Preparation and Related Service	6	1.2
6121	Chefs and Cooks	1	0.2
8110	Foreman/Women: Mineral Ore Treating	1	0.2
	TOTAL RESPONSES	490	100.2 [2]

SOURCE: 1984 Management Training Needs Analysis - Question 6B

1. Standard Occupational Classification, 1980, Statistics Canada
2. Numbers do not add up to 100 due to rounding

The majority of managers were either general managers and other senior officials (40%) or owners (27%). Sales and advertising managers (7%), other managers (6%), Production management (5%), financial management (4%) accounted for approximately one in every five managers. The fact that the majority of managers were general managers or owners is not surprising in light of the relatively small average firm size. The larger the firm, generally the more managers that are required. As well, larger firms usually require more specialized managers.

SUPERVISORS EMPLOYMENT LEVELS

Data are also available on the number of supervisors in the firm as well as an assessment of their management training needs. It should be noted that managers were defined as someone who plans, organizes, directs, controls a major function of the firm, whereas supervisors are involved in the supervision and co-ordination of the activities of workers. Table 5 presents the number of supervisors by occupation.

TABLE 5 - THE NUMBER OF SUPERVISORS IN FIRMS INCLUDED IN THE MANAGEMENT TRAINING NEEDS ANALYSIS[1]

SOC	OCCUPATIONAL TITLE	NUMBER	PERCENTAGE
1130	General Managers & Other Senior Officials	7	4.2
1135	Financial Management	3	1.8
1136	Personnel & Industrial Relations Management	1	0.6
1137	Sales & Advertising Management	10	6.0
1141	Purchasing Management	5	3.0
1142	Services Management	3	1.8
1143	Production Management	21	12.6
1145	Management-Construction Operations	8	4.8
1146	Farm Management	1	0.6
1147	Management - Transport & Communications Operations	6	3.6
1149	Owner	5	3.0
1150	Other Managers & Administrators n.e.c.[2]	10	6.0
1171	Accountants, Auditors & Other Financial Officers	2	1.2
2333	Welfare & Community Services	1	0.6
2164	Architectural Technologists & Technicians	1	0.6
3130	Supervisors - Nursing, Therapy & Related Assisting Occupations	2	1.2
3351	Writers & Editors	1	0.6
3360	Supervisors: Occupations in Sports & Recreation	1	0.6
4110	Supervisors: Stenographic & Typing	2	1.2
4130	Supervisors: Bookkeeping, Account-Recording & Related	12	7.2
4131	Bookkeepers and Accounting Clerks	1	0.6
4140	Supervisors: Office Machine & Electronic Data Processing Equipment Operators	1	0.6
4150	Supervisors: Material Recording, Scheduling & Distributing	6	3.6
4190	Supervisors: Other Clerical & Related n.e.c. [2]	2	1.2

TABLE 5 (continued)

SOC	OCCUPATIONAL TITLE	NUMBER	PERCENTAGE
5130	Supervisors: Sales, Commodities	17	10.2
5170	Supervisors: Sales, Services	3	1.8
6120	Supervisors: Food & Beverage Preparation & Related Service	18	10.8
6121	Chefs and Cooks	4	2.4
7710	Foremen/Women: Mining & Quarrying Including Oil & Gas Field Occupations	2	1.2
8510	Foremen/Women: Fabricating & Assembling - Metal Products, n.e.c. [2]	4	2.4
8780	Foremen/Women: Other Construction Trades	7	4.2
		167	100.2 [3]

SOURCE: Management Training Needs Analysis Question 7

1. The Standard Occupational Classification has a more extensive listing of managers than supervisors. Thus, the management codes had to be used for supervisors.

2. n.e.c. means "not elsewhere classified"

3. Numbers do not add up to 100 due to rounding.

In total there were 167 supervisors according to the managers interviewed for the Management Training Needs Analysis. Production management (13%), supervisors of food and beverage preparation and related service occupations (11%) and supervisors: sales occupations (10%), supervisors: bookkeeping, account recording (7%) accounted for approximately 41% of the total number of supervisors. The other supervisors were distributed in various other management as well as supervisory occupations.

Thus, managers indicated that there were more managers than supervisors in Prince Edward Island firms. This could be somewhat misleading, however, as what one firm might identify as a manager, another might suggest is a supervisor. Hence the distinction between the two might

not be the same for individual firms.

The small number of supervisors could be as a result of the nature of Prince Edward Island's firms. Supervisors would seem to be more necessary in larger firms with areas of specialization. Prince Edward Island firms, however, tend to be small firms which might not require supervisors, as the manager would also assume the role of the supervisor.

Employers were also asked to indicate -

1) whether or not managers and supervisors had management training needs and
2) what these needs were.

MANAGEMENT TRAINING NEEDS

One of the major purposes of the survey was to determine employers perceptions of management training needs. Data on management training needs were collected in two separate questions -

1) The managers who were interviewed were asked to identify the training needs of individual managers and supervisors.

2) The manager was asked to indicate whether or not staff would attend courses in a list of areas. Managers were also asked to provide suggestions on other required management training courses.

In response to the question, "does the manager have any management training needs?" overall, 55% of managers or in other words, 271 people were thought to have management training needs. The remainder (45% or 219 managers) were perceived as not requiring management training. Thus, one out of every two managers was thought to have a management training need.

Managers were also asked to assess whether or not supervisors had management training needs. Once again the majority (58.8% or 104 supervisors) were thought to have training needs.

However, the question is what are the training needs which have been identified by managers? The following table presents the number of managers and supervisors who were thought to have training needs by course. More than one training need could have been identified for a manager.

TABLE 6 - MANAGERS TRAINING NEEDS AS IDENTIFIED BY MANAGER INTERVIEWED

COURSE	MANAGERS #	MANAGERS %	SUPERVISORS #	SUPERVISORS %	TOTAL #	TOTAL %
Bookkeeping	15	5.0	0	0.0	16	3.6
Accounting	25	7.8	7	5.4	32	7.1
Quality Control	1	0.3	3	2.3	4	0.9
Inventory Control	10	3.1	3	2.3	13	2.9
Time Management	15	4.7	9	7.0	24	5.3
Recruitment	3	0.9	2	1.6	5	1.1
Marketing	10	3.1	1	0.8	11	2.4
Promotion	6	1.9	4	3.1	10	2.2
Human Relations	16	5.0	22	17.1	38	8.4
Computers	39	12.1	3	2.3	42	9.3
Purchasing	2	0.6	1	0.8	3	0.7
Taxation	1	0.3	0	0.0	1	0.2
Personnel Management	29	9.0	31	24.0	60	13.3
Office Procedure	5	1.6	0	0.0	5	1.1
Production Management	3	0.9	7	5.4	10	2.2
Cash Flow	5	1.6	0	0.0	5	1.1
Customer Service	1	0.3	0	0.0	1	0.2
General Management	57	17.9	16	12.4	73	16.2
Financial Planning	25	7.8	1	0.8	26	5.8
Training Technician	5	1.6	0	0.9	5	1.1
Supervision	2	0.6	4	3.1	6	1.3
Retail Management	4	1.2	0	0.0	4	0.9
Sales	12	3.7	8	6.2	20	4.4
Credit	3	0.9	0	0.0	3	0.7
Bill Collection	1	0.3	0	0.0	1	0.2
Costing	4	1.2	0	0.0	4	0.9
Motivation	2	0.6	1	0.8	3	0.7

TABLE 6 (continued)

COURSE	MANAGERS #	MANAGERS %	SUPERVISORS #	SUPERVISORS %	TOTAL #	TOTAL %
Introduction to Government Loans & Grants	1	0.3	0	0.0	1	0.2
Public Speaking	1	0.3	0	0.0	1	0.2
Organizational Development	3	0.9	1	0.8	4	0.9
French	2	0.6	1	0.8	3	0.7
Labour Relations	4	1.2	1	0.8	5	1.1
Specialized Industry (Unrelated to Management)	8	2.5	3	2.3	11	2.4
TOTAL	321	99.7	129	100.1	450	99.7 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 6B

1. Numbers do not add up to 100 due to rounding

The most popular management training need was general management. It is important to note that general management includes basic principles of management regardless of industry. Therefore, construction management and manufacturing management were coded as general management. As one might expect, computer training accounted for 12% of those managers who had a training need followed by personnel management (9%), financial planning (8%), and accounting (8%). Human Relations (5%), bookkeeping (5%), time management (5%) were other popular selections.

Financial and personnel management appeared to be the major management training needs along with general management. The data on training needs are based on the interviewee's perception of the training needs of individual managers.

Supervisors also had training needs according to the managers who were interviewed. Personnel management (24%), human relations (17%) and general management (12%) were the major supervisory training needs identified by

managers. Time management (5%), production management (5%) and sales (6%) were also considered to be supervisory training needs.

All managers were also asked "would you or other management supervisory staff attend courses in the following?" The manager was then provided with a list of courses and asked to answer yes or no. Table 7 presents the data, which includes both management and supervisory staff.

TABLE 7 - MANAGERS PERCEPTION OF WHETHER STAFF WOULD ATTEND COURSES

COURSE	YES	%	NO	%
Accounting	139	53.3	122	46.7
Inventory Control	110	42.1	151	57.9
Quality Control	66	25.5	193	74.5
Taxation Course	87	33.5	173	66.5
Financial Management	152	58.5	108	41.5
Marketing Course	118	45.2	143	54.8
Sales Training	114	43.8	146	56.2
Advertising and Promotion	111	42.5	150	57.5
Personnel Management	130	49.8	131	50.2
Improving Employee Performance	154	59.0	107	41.1
Human Relations	126	48.3	135	51.7
Purchasing of Computer	67	25.7	194	74.3
Programming of Computer	73	28.1	187	71.9
Word Processing	46	17.8	212	82.2

SOURCE: 1984 Management Training Needs Analysis - Question 12

Accounting (53.3%), financial management (58.5) and improving employee performance (59%) were the only three courses which the majority indicated staff would attend. Personnel Management (49.8%), human relations (48.3%) and marketing (45.2%) were other popular courses. Programming of computers (28.1%), purchasing of computers (25.7%) and

word processing (17.8%) were among the least popular courses along with quality control (25.5%) and taxation (33.5%).

Thus, individual firms identified different training requirements. Interest was expressed in each of the courses listed. Between 18% and 60% of the firms would attend a course depending on the topic.

Managers were also asked to indicate whether or not they had any other course topics they might suggest. In total, 58 firms provided additional course topics for consideration. Table 8 provides the list of topics suggested.

TABLE 8 ADDITIONAL COURSE TOPICS SUGGESTED BY MANAGER

CATEGORY LABEL	NUMBER	PERCENTAGE
Accounting	1	1.4
Banking	2	2.9
Bill Collection	1	1.4
Bookkeeping	3	4.3
Cash Flow	1	1.4
Computers	2	2.9
Credit	2	2.9
Customer Service	2	2.9
Developing a Teamwork Atmosphere	1	1.4
English and Math	2	2.9
French	1	1.4
General Management	1	1.4
Human Relations	1	1.4
Introduction to Government Loans, Grants & Forms	3	4.3
Inventory Control	1	1.4
Labour Relations	2	2.9
Management Planning	1	1.4
Motivation	2	2.9
Performance Appraisal	1	1.4
Prevention of Shoplifting	1	1.4
Problem Solving	1	1.4
Production Management	2	2.9
Promotion	1	1.4
Public Speaking	2	2.9
Recruitment	1	1.4
Retail Management	1	1.4
Small Business Management	1	1.4
Specialized Training not Directly Related to Management	14	20.0
Supervision	1	1.4
Taxation	1	1.4

TABLE 8 (continued)

CATEGORY LABEL	NUMBER	PERCENTAGE
Telephone Procedures	1	1.4
Time Management	12	17.1
Working Conditions	1	1.4
TOTAL	70 [1]	99.8 [2]

SOURCE: 1984 Management Training Needs Analysis - Question 13

1. Some managers suggested more than one topic
2. Numbers do not add up to 100 due to rounding

Specialized training not directly related to management (20%) and time management (12%) were the two most popular courses mentioned. Specialized training not directly related to management refers to specific training programs for a particular industry, for example, construction industry, restuarant industry or electrical work. Many managers mentioned courses not directly related to management which were coded nonetheless. The other topics were mentioned by three or fewer managers.

The question is, what implications does this have for management training requirements? In order to answer that question, it is necessary to combine the data on management training needs into one table to assist in the analysis. Table 9 summarizes the data which were presented previously.

TABLE 9 - MANAGEMENT SUPERVISORY TRAINING NEEDS

MANAGEMENT TRAINING NEED	MANAGERS REQUIRING TRAINING AS IDENTIFIED BY MANAGER INTERVIEWED		SUPERVISORS REQUIRING TRAINING AS IDENTIFIED BY MANAGER INTERVIEWED		TOTAL		COURSES WHICH MANAGEMENT/SUPERVISORY STAFF WOULD ATTEND		ADDITIONAL COURSE TOPICS MENTIONED		TOTAL MANAGEMENT TRAINING NEEDS
	#	%	#	%	#	%	#	%	#	%	
FINANCIAL:											
Bookkeeping	16	5.0	0	0.0	16	3.6			3	4.3	19
Accounting	25	7.8	7	5.4	32	7.1	139	53.3	1	1.4	140
Purchasing	2	0.6	1	0.8	3	0.7					3
Taxation	1	0.3	0	0	1	0.2	89	33.5	1	1.4	90
Cash Flow	5	1.6	0	0	5	1.1			1	1.4	6
Financial Planning	25	7.8	1	0.8	26	5.8	152	58.5			152
Credit	3	0.9	0	0	3	0.7			2	2.9	5
Bill Collection	1	0.3	0	0	1	0.2			1	1.4	2
Costing	4	1.2	0	0	4	0.9					4
Banking									2	2.9	2
PRODUCTION MANAGEMENT:											
Quality Control	1	0.3	3	2.3	4	0.9					4
Inventory Control	10	3.1	3	2.3	13	2.9	110	42.1	1	1.4	111
Production Management	3	0.9	7	5.4	10		66	25.5	2	2.9	68
HUMAN RESOURCE DEVELOPMENT:											
Recruitment	3	0.9	2	1.6	5	1.1			1	1.4	6
Human Relations	16	5.0	22	17.1	38	8.4	126	48.3	1	1.4	127
Personnel Management	29	9.0	31	24.0	60	13.3	130	49.8			130
Supervision	2	0.6	4	3.1	6	1.3			1	1.4	7
Motivation	2	0.6	1	0.8	3	0.7			2	2.9	5

TABLE 9 - MANAGEMENT SUPERVISORY TRAINING NEEDS

MANAGEMENT TRAINING NEED	MANAGERS REQUIRING TRAINING AS IDENTIFIED BY MANAGER INTERVIEWED		SUPERVISORS REQUIRING TRAINING AS IDENTIFIED BY MANAGER INTERVIEWED		TOTAL		COURSES WHICH MANAGEMENT/SUPERVISORY STAFF WOULD ATTEND		ADDITIONAL COURSE TOPICS MENTIONED		TOTAL MANAGEMENT TRAINING NEEDS
	#	%	#	%	#	%	#	%	#	%	
Training Techniques	5	1.6	0	0.0	5	1.1					5
Organizational Behavior	3	0.9	1	0.8	4	0.9					4
Improving Employee Performance							154	59.0			154
RETAIL MANAGEMENT:											
Retail Management	4	1.2	0	0.0	4	0.9			1	1.4	4
Sales	12	3.7	8	6.2	20	4.4	114	43.8			114
Marketing	10	3.1	1	0.8	11	2.4	118	45.2			118
Promotion	6	1.9	4	3.1	10	2.2	111	42.5	1	1.4	112
Prevention of Shoplifting									1	1.4	1
Time Management	15	4.7	9	7.0	24	5.3			12	17.1	36
Computers	39	12.1	3	2.3	42	9.3			2	2.9	44
Office Procedure	5	1.6	0	0.0	5	1.1					5
Customer Service	1	0.3	0	0.0	1	0.2			2	2.9	3
General Management	57	17.8	16	12.4	73	16.2			1	1.4	74
Public Speaking	1	0.3	0	0.0	1	0.2			2	2.9	3
French	2	0.6	1	0.8	3	0.7			1	1.4	4
Labour Relations	4	1.2	1	0.8	5	1.1			2	2.9	7
Specialized Industrial Training	8	2.4	3	2.3	11	2.4			14	20.	25
Working Conditions									1	1.4	1
Problem Solving									1	1.4	1

TABLE 9 - MANAGEMENT SUPERVISORY TRAINING NEEDS

MANAGEMENT TRAINING NEED	MANAGERS REQUIRING TRAINING AS IDENTIFIED BY MANAGER INTERVIEWED		SUPERVISORS REQUIRING TRAINING AS IDENTIFIED BY MANAGER INTERVIEWED		TOTAL		COURSES WHICH MANAGEMENT/SUPERVISORY STAFF WOULD ATTEND		ADDITIONAL COURSE TOPICS MENTIONED		TOTAL MANAGEMENT TRAINING NEEDS
	#	%	#	%	#	%	#	%	#	%	
Telephone Procedures									1	1.4	1
English and Math									2	2.9	2
Performance Appraisal									1	1.4	1
Developing a Teamwork Atmosphere									1	1.4	1
Small Business Management									1	1.4	1
Management Planning									1	1.4	1
Purchasing of Computer							67	25.7			67
Programming of Computer							73	28.1			73
Word Processing							46	17.8			46
Introduction to Government Loans, Grants & Forms	1	0.3	0	0.0	1	0.2			3	4.3	1
TOTALS	321	99.6	129	100.1	450	100			70	99.8 [1]	1,790

Source: 1984 Management Training Needs Analysis - Questions 6, 7, 12, 13

1: Numbers do not add up to 100 due to rounding

Total management training needs is based on courses which managers indicated managerial and supervisory staff would attend as well as manager's assessment of management training needs. It is possible to identify training needs based on the data.

The most apparent training needs were in the following areas -

- personnel management
- financial planning
- accounting
- human relations
- improving employee performance
- marketing
- inventory control
- promotion

However, human resource development topics such as human relations, personnel management, and improving employee performance collectively accounted for the highest proportion of identified management training needs. Financial management issues including accounting, financial planning and taxation were the second most popular topics.

Thus, courses in any one of the following areas would be appropriate according to the Management Training Needs Analysis. A course was included only if there were 40 or more responses in total in the category.

Improving Employee Performance (154)
Financial Planning (152)
Accounting (140)
Personnel Management (130)
Human Relations (127)

Marketing (118)
Sales (114)
Promotion (112)
Inventory Control (111)
Taxation (90)
General Management (74)
Programming of Computer (73)
Production Management (68)
Purchasing of Computer (67)
Word Processing (46)
Computers (44)

One of the problems with conducting any needs analysis is the difficulty of identifying legitimate training needs. For example, an employer may provide an acceptable response to a question but with little intention of allowing an employee to attend a course. Furthermore, an employer may indicate that an employee will attend a course until the time arrives.

There can in fact be a remarkable difference between the number of persons expressing an interest in the course and the number of persons actually attending. Although, an employer may intend to send an employee on course, work pressures for example, could prevent an employee from attending. In view of these possibilities, the data may overstate actual demand for training courses.

The role of the program designer is to ensure the course and the delivery mechanisms are extremely attractive to the employer. One of the ways to identify effective delivery mechanisms is to examine the management skills training method currently utilized.

MANAGEMENT SKILLS TRAINING METHOD CURRENTLY UTILIZED

One of the objectives of the survey was to determine what method of management skills training was currently utilized by Island employers. Therefore, a list of six different management training methods was utilized to identify current means of training. Table 10 lists each of the methods, whether or not they are utilized and the frequency of the usage.

TABLE 10 - MANAGEMENT SKILLS TRAINING METHOD CURRENTLY UTILIZED

METHOD	NUMBER UTILIZED				FREQUENCY OF USAGE								POPULAR COURSE TOPICS
	YES		NO		RARELY		SOMETIMES		OFTEN		VERY OFTEN		
	#	%	#	%	#	%	#	%	#	%	#	%	
In-house seminars/workshops Courses conducted by staff	67	26	193	74	8	13	25	39	20	31	11	17	[1] - General management 22(8%) - Specialized Industry Training 15(6%)
In-house seminars/workshops courses, contracted out	26	10	234	90	9	43	9	43	1	5	2	10	- Computers 6(2%) - Sales 4(2%)
Other seminars or workshops	79	21	180	70	27	39	29	42	13	19	0	0	- Specialized industry training 28(11%) - General management 10(4%)
College/University courses	45	17	215	83	18	46	11	28	9	23	1	3	- Specialized Industry training 7(3%) - Bookkeeping 6(2%) - Accounting 6(2%) - Computers 6(2%)
Materials Purchased or rented	31	12	227	88	12	43	10	36	6	21	0	0	- Specialized industry training 6(2%) - General management 6(2%)
Training Provided by Parent company	55	27	148	73	11	21	22	42	12	23	8	5	- General management 12(5%) - Specialized industry training (4%)

SOURCE: 1984 Management Training Needs Analysis Question 8

1. The Percentages are of the total number of firms interviewed.

The methods in order of usage were as follows:

1. Other seminars or workshops 79 (31%)
2. In-house seminars conducted by staff 67 (26%)
3. Training provided by parent company 55 (27%)
4. College/University courses 45 (17%)
5. In-house seminars contracted out 26 (10%)

Managers were also asked to indicate if they used any other types of management training. Approximately 19% of the firms used another form of management training. For example, on-the-job training (26 firms), an association (5 firms), magazines (4 firms), on-site visits (4 firms), specialized post-secondary training (4 firms), specialized government training (3 firms), conventions (2 firms), Federal Business Development Bank (1 firm) and out-of-province seminars (1 firm). Once again other forms of management training were used to cover specialized industry training unrelated to management (10 firms) and general management (5 firms).

Thus, it appears the most common means of taking management skills training is through seminars. In total, 77% of the firms used seminars (either conducted by staff or contracted out). Although many managers may have been unaware that government sponsors management training in a variety of ways only four firms mentioned this as a source for acquiring management skills.

Firms select management skills training methods which meet the needs of their company. Most firms were satisfied with the management skills training methods they had selected as illustrated in Table 11.

TABLE 11 - SATISFACTION WITH MANAGEMENT TRAINING METHODS AND REASONS FOR DISSATISFACTION

METHOD	YES		NO		REASON FOR DISSATISFACTION									
					COURSE LENGTH NOT APPROP.		COURSE MATERIAL NOT APPROP.		COURSE TOPIC NOT SUITABLE		TRAINING NOT APPROPRIATE		TRAINER NOT KNOWLEDGABLE	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
In-house seminars conducted by staff	61	94	4	6	0	0	1	25	0	0	2	50	1	25
In-house seminars contracted out	20	87	3	13	0	0	0	0	1	50	1	50	0	0
Other seminars or workshops	66	90	7	10	0	0	2	40	2	40	1	20	0	0
College/University courses	38	84	7	16	1	20	3	60	1	20	0	0	0	0
Materials purchased or rented	28	100	0	0	0	0	0	0	0	0	0	0	0	0
Training provided by parent company	49	96	2	4	0	0	0	0	0	0	1	100	0	0
Other forms	25	89	3	11	0	0	0	0	0	0	1	100	0	0
TOTAL					1		6		4		6		1	

SOURCE: 1984 Management Training Needs Analysis - Question 8

Only 6% of the firms who used in-house seminars conducted by staff were dissatisfied because the course material was not appropriate, the training was not appropriate, or the trainer was not knowledgeable enough.

It is interesting to note that all those who purchased or rented materials were satisfied with the training. The method of training which recorded the highest rate of dissatisfaction was college and university courses at 16%. This could be because individual firms could not directly control the course content which can be controlled in an in-house seminar for instance. Also, firms which have completely funded the training programs are often more committed to obtaining successful results. Nevertheless, in general, employers were satisfied with the management skills training methods currently utilized.

Firms used management training methods for a wide variety of course topics. Table 12 presents the list of course topics where management skills training had occurred.

TABLE 12 - COURSE TOPICS BY METHOD OF TRAINING UTILIZED

COURSE	INHOUSE SEMINARS CONDUCTED BY STAFF		INHOUSE SEMINARS CONTRACTED OUT		OTHER SEMINARS WORKSHOPS		COLLEGE UNIVERSITY COURSES		MATERIALS PURCHASED RENTED		PARENT COMPANY TRAINING		OTHER FORMS		TOTAL	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Accounting	1	.4	1	.4	1	.4	6	2.3	1	.4			2	.8	12	0.4
Banking	1	.4			1	.4	1	.4			1	.4			4	1.3
Bill Collection	0	.0									1	.4			1	.3
Bookkeeping	1	.4	0	0	2	.8	6	2.3			1	.4	1	.4	11	3.6
Business							3	1.1							3	1.0
Cash Flow	1	.4			2	.8					1	.4			4	1.3
Computers	2	.8	6	2.3	0	0	6	2.3	3	1.1			1	.4	18	6.0
Costing	0	0														
Cost Reduction	0	0														
Credit	0	0			1	.4					1	.4			2	.7
Customer Service	2	.8	1	.4	1	.4					1	.4			5	1.7
Developing Teamwork																
English and Math	0	0														
Financial Planning	0	0			1	.4	1	.4			2	.8			4	1.3
French	0								1	.4			1	.3	2	.7
General Management	22	8.4			10	3.8	4	1.5	6	2.3	12	4.6	5	1.9	59	19.8
human Relations	1	.4	2	.8	2	.8	2	.8			1	.4	1	.4	9	3.0
Insurance Information	0												1	.4	1	.4
Introduction to Government Loans, Grants and Forms	0															
Inventory Control	0	.0			2	1.1					3	1.1			6	2.0
Labour Relations	0		1	.4											1	.3
Management Planning			1	.4											1	.3

TABLE 12 - COURSE TOPICS BY METHOD OF TRAINING UTILIZED

COURSE	INHOUSE SEMINARS CONDUCTED BY STAFF		INHOUSE SEMINARS CONTRACTED OUT		OTHER SEMINARS WORKSHOPS		COLLEGE UNIVERSITY COURSES		MATERIALS PURCHASED RENTED		PARENT COMPANY TRAINING		OTHER FORMS		TOTAL	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Marketing	0	0			1	.4					1	.4			2	.7
Motivation	1	.4	1	.4	1	.4									3	1.0
Office Procedures	1	.4			0	·	1	.4	1	.4					3	1.0
Organization Behavior	0															
Payroll	0															
Performance Appraisal	0	0														
Personnel Management	4	1.5			4	1.5					1	.4			9	3.0
Prevention of Shoplifting															1	.3
Problem Solving	1	.4													1	.3
Production Management	1	.4			0										1	.3
Promotion	1	.4			2	.8			1	.4	1	.4	1	.4	4	1.3
Public Speaking	0															
Purchasing	0	0			0	0										
Quality Control	0	0	1	.4	3	1.1			1	.4					6	2.0
Recruitment	0	0			0	0	4	1.5	1	.4					6	2.0
Retail Management	1	.4			2	.1			1	.4					4	1.3
Risk Management	0	0			1	.4									1	.3
Sales	8	3.1	4	1.5	7	2.7	1	.4	3	1.1	9	3.4			32	10.7
Small Business Management					1	.4										
Specialized Training not Directly Related to Management	15	5.7	2	.8	28	10.7	7	2.7	6	2.3	11	9.2	10	3.8	79	26.5

TABLE 12 - COURSE TOPICS BY METHOD OF TRAINING UTILIZED

COURSE	INHOUSE SEMINARS CONDUCTED BY STAFF		INHOUSE SEMINARS CONTRACTED OUT		OTHER SEMINARS WORKSHOPS		COLLEGE UNIVERSITY COURSES		MATERIALS PURCHASED RENTED		PARENT COMPANY TRAINING		OTHER FORMS		TOTAL	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Supervision	0	0			0	0			1	.4					1	.3
Taxation	0	0			0	0										
Telephone Procedures	0	0														
Time Management	0	0			2	.8			1	.4					3	1.0
Training Technician	0	0			0	0										
Working Conditions	0															
															298	99.2 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 8

1: Numbers do not add up to 100 due to rounding

NOTE: Percentages are based on the total number of cases.

It is readily apparent that specialized training not directly related to management (30%) was the most popular training topic followed by general management (23%). Sales (12%), computers (7%), accounting (5%), bookkeeping (4%), personnel management (3%), human relations (4%) were other popular topics for management training courses.

Clearly, a broad variety of topics were covered in the management training courses, however, relatively few firms participated in the various forms of management training. Indeed, some firms did not use management training at all.

Managers were asked why the firms had not used any methods of management training. Approximately 28% of firms provided the following reasons.

TABLE 13 - REASONS FOR NOT USING MANAGEMENT TRAINING

REASON	NUMBER [1]	PERCENTAGE
Not required	48	55.8
No time	13	15.1
Owner trains personnel	7	8.1
Not convinced of benefit	7	8.1
Unaware of programs	8	9.3
Not offered nearby	3	3.5
TOTAL	86	99.9 [2]

1) Note - Managers were asked to give more than one response
2) Numbers do not add up to 100 due to rounding
SOURCE: 1984 Management Training Needs Analysis - Question 8

The major reason for not using management training was because managers felt it was not required (56%). Other managers indicated that they were not aware of programs (9%) or none were offered nearby (3.5%). Some (8%) were skeptical about the benefit while others indicated owners trained the personnel (8%). A lack of time (15%) was another major reason for not utilizing

management training.

The majority of those firms who did not utilize management training thought it was not necessary. If these managers are to be encouraged to take management training then -

1. He/she must be convinced of the benefit.
2. He/she must be aware of the program.
3. Location of the course could be a factor taken into account.

Questions were also asked about managers perceptions of government sponsored management training.

GOVERNMENT SPONSORED MANAGEMENT TRAINING

In an effort to determine managers awareness of management training, the following question was asked "are you aware of any government sponsored management training program?" The majority (55%) indicated they were NOT aware. This lack of awareness could be one of the reasons why only 12% or 31 firms had attended a management training course.

One of the objectives of the survey was to determine utilization of government sponsored management training as well as potential improvements. Ten firms had attended more than one government sponsored management training course since 1980.

The course topics of the government sponsored management training, were diverse. Table 14 provides the data.

TABLE 14 - COURSE TOPICS FOR GOVERNMENT SPONSORED MANAGEMENT TRAINING

COURSE	NUMBER [1]	PERCENT
Bookkeeping	2	5.4
Accounting	4	10.8
Quality Control	2	5.4
Inventory Control	1	2.7
Marketing	1	2.7
Human Relations	2	5.4
Computers	5	13.5
Purchasing	1	2.7
Taxation	1	2.7
Personnel Management	1	2.7
General Management	4	10.8
Financial Planning	1	2.7
Sales	1	2.7
Labour Relations	1	2.7
Specialized Industry Training	10	27.0
TOTAL	37	99.9 [2]

SOURCE: 1984 Management Training Needs Analysis - Question 10C 11A

1 - Managers were asked to provide information on two rather than one course

2 - Numbers do not add up to 100 due to rounding

The popular course topics for government sponsored management training were computers (5 firms), accounting (4 firms), general management (4 firms) and specialized industry training unrelated to management (10 firms) such as construction or tourism specialty areas. Although, the range of topics is not as diverse for government sponsored as compared to other methods, nonetheless it demonstrates that government sponsored training is related to various aspects of business.

In general, the majority of firms 31 (86%) who took government sponsored management training programs found them beneficial. The courses were not considered beneficial by some managers because they were too basic (2 firms), too extensive (1 firm) or employers were already familiar with the material (1 firm). On the other hand, firms considered the course beneficial because the course provided information (26 firms), insight (1 firm), literature (1 firm), as well as an opportunity to upgrade skills (2 firms).

It should also be conceded that many firms may have been unaware that government often sponsors training conducted by other agencies such as the University and Holland College.

Managers were also asked to suggest course improvements. Most firms (17) could not suggest any improvements while others commented time should be used more efficiently (5 firms), more course material was required (2 firms), more hands-on experience was necessary (2 firms), less of a hard sell approach (1 firm) and a competent instructor (1 firm) would be beneficial.

REASONS FOR NOT ATTENDING MANAGEMENT TRAINING COURSE

Firms were asked to provide specific reasons as to why the firm's staff had not attended a government sponsored management training course since 1980. Table 15 presents the results.

TABLE 15 - REASON FOR NOT TAKING GOVERNMENT SPONSORED MANAGEMENT TRAINING COURSES

REASON	NUMBER [1]	PERCENT
Training not necessary	28	30.4
Training not appropriate	13	14.1
Poor timing	8	8.7
Lack of time	25	27.1
Not aware	6	6.5
Parent Company provides training	7	7.6
Too expensive	5	5.4
TOTAL	92	99.8 [2]

SOURCE: 1984 Management Training Needs Analysis - Question 10h

1 Firms were encouraged to provide more than one answer.
2 Numbers do not add up to 100 due to rounding.

The major reasons cited for not taking the training were because the training is not necessary (28 firms) followed by a lack of time (25 firms). There was also some concern that the training was not appropriate (13 firms) and poor timing (8 firms). This question was asked of those firms who indicated they were aware of management training.

Clearly, the major reason for not attending government sponsored management training courses is because of a lack of awareness. However, some firms need to be convinced that the training is necessary as well as appropriate.

The major reason for not using any management skills training methods was because it was not perceived as necessary. In order to take a management training course, managers must be convinced it is necessary.

Firms were also asked the factors which could prevent an employee from attending any management training course. The answers in order of priority are presented in Table 16.

TABLE 16 - FACTORS PREVENTING AN EMPLOYEE FROM PARTICIPATING IN A MANAGEMENT TRAINING COURSE

FACTORS	NUMBER [1]	PERCENTAGE
Lack of time	93	36.0
No Barrier	58	19.8
Timing of Course	93	36.0
Cost of the Course	31	10.6
Location	21	7.2
Lack of Motivation	8	2.7
Training Not Required	7	2.4
Course topic	5	1.7
Head office unwilling to send employees	3	1.0
Course duration	2	.7

SOURCE: 1984 Management Training Needs Analysis - Question 13C

1 Firms were encouraged to provide more than one answer.

The major reasons cited for not attending a management training course were lack of time (93 firms), followed by the timing of the course (65 firms) and cost of the course (31 firms). Some (58 firms) indicated there were no factors preventing an employee from attending a management training course. Thus, for those considering sponsoring management training, the timing of the course, the cost and the location of the course are three significant factors to take into account. Also, the course must be relevant to the needs of the staff if an employer is to "make" the time to attend a course.

Manager's perceptions of management training program methods and delivery were another major subject area in the Management Training Needs Analysis.

MANAGEMENT TRAINING METHODS

Managers were asked to identify what management training methods were currently used by the firm as well as the preferred methods. It was thought there could be a difference between current method utilized and preferred method. Table 17 provides the figures.

TABLE 17 - METHOD OF MANAGEMENT SKILL TRAINING PREFERRED

METHOD	YES		NO		TOTAL
	#	%	#	%	
In-house seminars conducted by staff	93	37	157	63	250
In-house seminars contracted out	66	26	185	74	251
Other seminars or workshops	130	52	120	48	250
Materials purchased or rented	68	27	182	73	250
Training provided by Parent Company	61	33	126	67	187
College/University Courses	67	27	185	73	252
					1,440

SOURCE: 1984 Management Training Needs Analysis - Question 14

The method preferred by the majority was other seminars or workshops (52%) followed by in-house seminars conducted by staff (37%) and training provided by the parent company (33%). There are some interesting differences between the management training methods utilized and the method preferred. Parent company training was preferred and utilized by 27% of the trainees. However, in

all other instances,the percentage preferred was always higher than the percentage utilized.

Also, the method most preferred and utilized was other seminars or workshops. This would seem to suggest that seminars/workshops are definitely the most preferred method of taking management training, especially if conducted by staff. Nonetheless, it is interesting to note that in-house seminars contracted out was the least preferred and utilized method.

Thus, there is a difference between the percentage who utilized and the percentage who preferred a particular method. Although, a manager may prefer a particular method, it may not necessarily be utilized. Managers were also asked to make suggestions on other preferred methods of management training.

On-the-job training was mentioned by 23 firms, followed by out-of-province visits (3 firms) and government sponsored training (3 firms). Correspondence courses (2 firms), magazines (2 firms), staff relations (1 firm), consultant (1 firm), course coupled with on-the-job training (1 firm) were also mentioned as preferred methods.

In an effort to determine the most appropriate method of program delivery, the following question was asked "what do you think is the best way to offer management training?" Table 18 provides the data.

TABLE 18 - BEST METHOD OF MANAGEMENT TRAINING

METHOD	NUMBER	PERCENT
Seminars In-house	20	8.5
Seminars Contracted Out	27	11.8
Parent Company	14	6.0
On-the-job Training	44	16.9
Seminars and On-the-job Training	19	8.1
College Course	14	6.0
University Course	7	3.0
Correspondence	1	0.4
In-depth Course	4	1.7
Short Course	7	3.0
Modules	1	0.4
Home Study	5	2.1
Consultant Professional	7	3.0
Similar Groups	4	1.7
Conference	4	1.7
Government Program	1	0.4
Evening Seminars	10	4.3
Workshops	32	13.7
Outside Workplace	2	0.9
Staff Meetings	4	1.7
Government Not Involved	1	0.4
Industry Association	1	0.4
Visit Other Firms	1	0.4
Evening Course	2	0.9
Materials Purchased	1	0.4
Seminars and Material	1	0.4
TOTAL	234	98.2 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 15A

1: Numbers do not add up to 100 due to rounding.

The most popular methods were on-the-job training (19%) followed by workshops (14%), seminars (14%) seminars contracted out (12%), seminars conducted in-house (9%), evening seminars (4%), seminars and on-the-job training (8%). Once again, seminars and workshops seem to be the choice for many Island employers. Other methods suggested by employers were courses through college (6%), university (.4%) or correspondence (.4%). Staff meetings (2%), home study (2%), consultants (3%), conferences (2%) were among the other suggested methods.

Thus, seminars/workshops are perceived as the best method for conducting management training. Managers were also asked to indicate their reasons for their selection. A broad variety of reasons were provided for selecting the management training method, for example, being able to learn from others (22 firms), learn by doing (17 firms), proven by experience(11 firms), good instructors (13 firms), learn the most (17 firms), and effective means of learning (18 firms).

SPONSORSHIP OF MANAGEMENT TRAINING

The issue of sponsorship of management training was also raised. The overwhelming majority thought either the employer and government (47%) or employer only (26%) should sponsor management training. Approximately 10% thought government should pay for the management training courses. Also, 5% thought that employers/emplyees and 4% thought that government, employers and employees should act as management training sponsors. Table 19 presents the information.

TABLE 19 - SPONSORSHIP OF MANAGEMENT TRAINING

SPONSOR	NUMBER	PERCENTAGE
Employer	67	25.8
Government	25	9.6
Employer/Government	123	47.3
Employee	7	2.7
Industry Association	3	1.2
Labour Unions	1	0.4
Employee/Government	1	0.4
Union/Government	2	0.8
Employer/Industry Association	2	0.8
Employer/Employee/Government	11	4.2
Employer/Employee	15	5.4
Employer/Labour Unions	1	0.4
Depends on course	2	0.8
Not necessary	1	0.4
TOTAL	261	100.2 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 16

1: Numbers do not add up to 100 due to rounding.

Clearly, managers preferred employers (either by themselves or in co-operation with government) to sponsor management training. Although there were other groups mentioned such as labour unions, industry associations and the employee, the major sponsors preferred were employers and government. This suggests that employers would like to sponsor management training courses along with government.

MANAGEMENT TRAINING DELIVERY

An effective management training program must meet the needs of employers. One of the keys to the

success of any program is effective delivery. Therefore, employers were asked to identify appropriate timing for courses in terms of time of day, season, and course format.

With respect to season, the most preferred time of year for courses was winter (64%) or fall (12%) Only 11 firms (4%) indicated summer was the best time of year for the courses. Although, there were some variations, for example, spring/fall (4%), or winter/fall(4%), the winter season was the favorite for most managers as Table 20 illustrates.

TABLE 20 - PREFERRED SEASON FOR MANAGEMENT TRAINING COURSES

SEASON	NUMBER	PERCENTAGE
Winter	161	63.1
Spring	21	8.2
Summer	10	3.9
Fall	30	11.6
Winter/Spring/Fall	7	2.7
Spring/Fall	10	3.9
Winter/Spring	5	2.0
Winter/Fall	10	3.9
Summer and Fall	1	0.4
TOTAL	255	99.3 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 18
1: Numbers do not add up to 100 due to rounding.

Thus, management training programs should be offered in the winter, fall or spring and very rarely during the summer.

Managers preferred evening as the best time for management training courses. In total 71% suggested either evening (55%) or early evening (12%), late afternoons or evenings (2%) or any time after five (1%) for

management training courses. Some (17%) managers suggested the morning was the most appropriate time for management training courses. Afternoons (6%) were favoured by a small proportion of management. Table 21 provides the information.

TABLE 21 - PREFERRED TIME OF DAY FOR MANAGEMENT TRAINING COURSE

PREFERRED TIME	NUMBER	PERCENTAGE
Morning	43	16.9
Early afternoon (1-3)	9	3.5
Late afternoon (3-5)	5	2.0
Early evening (5-7)	31	12.2
Evening	141	55.3
Anytime	7	2.7
All day	7	2.7
Off season-day In-season - Evening	2	0.8
Late Afternoon-Evening	5	2.0
Afternoon 1 to 5 P.M.	2	0.8
Weekends	1	0.4
Anytime after 5	2	0.8
TOTAL	255	100.1 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 17
1: Numbers do not add up to 100 due to rounding.

To summarize, evenings were considered to be the most appropriate time to conduct management training courses.

Managers differed, however, on what was the most appropriate management training course format. Approximately 32% suggested two consecutive days was the best format, even though the majority had previously suggested evenings as the best time for management training courses. However, 33% indicated an evening format was preferable such as three evenings (8%), two evenings (2%)

or evenings in general (18%). Even though, very few managers selected afternoons as the best time of day for courses, 12% thought three afternoons per week was the best course format. Table 22 illustrates the diverse management training course formats supported by managers.

TABLE 22 - PREFERRED MANAGEMENT TRAINING COURSE FORMAT

COURSE FORMAT	NUMBER	PERCENTAGE
Two consecutive days	80	31.6
Three afternoons a week	30	11.9
Two days not consecutive	23	9.1
Evenings	45	17.8
Three consecutive days	2	0.8
A day a week for two weeks	2	0.8
Mornings	10	4.0
Five evenings over three weeks	3	1.2
Two evenings	2	0.8
Three evenings	19	7.5
Two evenings a week (3 hours)	2	0.8
Evenings 7-9 for about seven nights	1	0.4
Consecutive evenings	3	1.2
Short time-frame over each week for several weeks	2	0.8
Consecutive and regular	1	0.4
Depends on employee	2	0.8
Three days not consecutive	1	0.4
Three hours once a week	2	0.8
Five days, three hours a day	3	1.2
Five nights, three hours	7	2.8
All mornings/Late evenings	1	0.4
Peak season - evenings/off-season days	2	0.8
No preference	7	2.8
Three five hour days	1	0.4
Can't spare employee	1	0.4
TOTAL	252	99.9 [1]

SOURCE: 1984 Management Training Needs Analysis - Question 19

1: Numbers do not add up to 100 due to rounding

Thus, there would seem to be a degree of inconsistency in managers responses. Although in an earlier question, the majority (68%) of managers indicated evenings was the preferred time of day for a course, it was the most preferred format in only 33% of the cases. Indeed two consecutive days was perceived as the best course format by 32% compared to 6% of managers who had suggested in a previous question that afternoons were the best time of day to conduct management training courses.

This would seem to suggest that on the one hand employers would prefer to have courses in the evening but perhaps realize that the best course format is during the day. Managers would perhaps prefer the evenings because the day to day operation of the firm would not be interfered with and employees would be taking training on his/her own time. On the other hand, employees would probably prefer training during the day as it would represent a break in the normal routine of work.

In summary, evenings and two consecutive days would seem to be the most appropriate times for management training courses.

MANAGEMENT TRAINING PROMOTION

Previously, it was mentioned that 55% of the managers were not aware of government sponsored management training programs. Obviously, there is a problem in the promotion of management training. Managers were asked to indicate what they thought were the best means of dealing with the problem.

Managers supported various ways of promoting

management training such as a newsletter (36%), mail (17%), letter (17%), newspaper (11%) or a personal phone call (8%). Associations (4%) and the Chamber of Commerce (3%) were perceived as other alternatives. Table 23 presents the data.

TABLE 23 - METHODS OF PROMOTING MANAGEMENT TRAINING

METHODS	NUMBER	PERCENTAGE
Newsletter	92	36.1
Newspaper	28	11.0
Personal Phone Call	21	8.2
Brochure	3	1.2
T.V.	2	0.8
Mail	44	17.3
Association (e.g. PEI Construction Association)	9	3.5
Chamber of Commerce	8	3.1
Letter	42	16.5
Contact with personnel	2	0.8
Hold a seminar	1	0.4
Personal invitation	1	0.4
Notice	1	0.4
Head office handles	1	0.4
TOTAL	255	100.1 1

SOURCE: 1984 Management Training Needs Analysis - Question 20
1: Numbers do not add up to 100 due to rounding.

Managers, as a rule, would prefer to be informed on an individual basis through a newsletter or the mail system rather than through an impersonal basis such as newspaper or television. This would certainly suggest the need for personal contact with an employer to inform them of upcoming management training courses.

Managers were also asked if they wished to

identify a management training contact person for their firm. Four out of every five employers named a contact person for their firm.

What does this analysis suggest in terms of identifying management training needs and indeed management training mechanisms?

RECOMMENDATIONS FOR A GOVERNMENT SPONSORED MANAGEMENT TRAINING PROGRAM

PROMOTION OF MANAGEMENT TRAINING

1. Throughout the course of the survey it was apparent that the major reason for not utilizing management training methods (whether government sponsored or otherwise) was because employers did not perceive the training as necessary. Managers must be convinced of the necessity if staff are to attend a course.

   It is important that the courses offered are relevant to industry's needs. Second, the courses must be conducted by competent staff. Third, courses should be monitored and improvements recommended to ensure the courses are both effective and relevant. The question remains, how does one convince employers of the necessity of management training? A public media program designated to promote employers awareness of courses and indeed how those courses could be utilized would be very beneficial. A newsletter (see recommendation # 2) would also promote the program and enhance awareness.

2. One major reason employees gave for not attending government sponsored management training courses was a lack of awareness. Managers prefer to be informed on an individual basis about upcoming management training courses. A management training newsletter could be very beneficial in informing managers of upcoming courses as well as providing educational material on management training.

The newsletter could contain subject areas such as the following -

- upcoming courses with a brief description
- news in management training which would be based on a review of journal articles
- resource material shelf which would list new books/materials such as cassette tapes which could be of interest to an employer.
- statistics which would present data on small businesses which could be of interest, for example, the number of new businesses started.

The newsletter should probably come out monthly during the fall and early winter and less frequently during other months of the year.

MANAGEMENT TRAINING DELIVERY

3. In terms of course delivery managers prefer seminars or workshops as the best means of offering management training courses. Therefore, this method should be used wherever possible.

4. The best time of year to offer management

training courses is in the winter followed by spring and fall. The summer is NOT a good time of year to offer management training courses.

5. The best time to offer management training appears to be during the evening or two consecutive days.

6. Employers wish to be involved in the sponsorship of management training courses. Therefore, perhaps employers should be required to make a contribution towards course costs. Indeed, it might be worthwhile to poll individual employees on the course content of an upcoming session in order to ensure the course will be relevant to employers.

MANAGEMENT TRAINING NEEDS:

7. The survey found there were diverse training needs in the human resource and financial management. Courses in these areas should be offered at an appropriate time and location. However, as part of the needs analysis process, managers should be given a brief course evaluation in the classroom after the course has been completed. Part of that evaluation could be questions on other perceived management training needs. The evaluation could also include an assessment of course material, the instructor and various aspects of course delivery such as timing, location and cost.

This information could then be utilized to ensure that both the present and future management training courses would be meaningful to Island managers.

LIAISON WITH EMPLOYERS:

8. An effective management training program can only be established through consultation with Island employers. The success of any training program is based on the users perception that it is in fact a worthwhile program. Liaison with Island employers to discuss upcoming courses or employers perceptions of management training needs is essential if the program is to meet the needs of Island employers.

Beginning with those employers who identified a management training contact person, individual contact through either a visit or phone call should be made. The purpose of the contact is to promote management training as well as to seek input from managers on needs and course delivery mechanisms.

Such a network will facilitate the development of a management training program which is 1) relevant and 2) meets the needs of Island employers.

MANAGEMENT SKILLS TRAINING DELIVERY SUMMARY:

In summary, management skills training delivery preferred by managers is the following:

- seminar or workshop
- offered in the winter
- during the evenings or two consecutive days
- with managers informed individually about the upcoming training course through a newsletter
- employers and government should co-sponsor the course

- in a convenient location
- on a course topic that managers consider is necessary
- and when employees can spare the time.

Clearly, it would be impossible to design a course or indeed a program which will suit all employers.

SUMMARY AND CONCLUSIONS:

- In the summer of 1984, the Prince Edward Island Department of Industry with assistance from the University of Prince Edward Island School of Business conducted a survey of Island employers to identify their perceptions of management training needs and delivery methods. In total, 261 firms from across the province in various industries were interviewed.

Below is a summary of the major findings:

- almost 60% of those firms interviewed were located in Queens County and 30% in Prince County.
- Retail trade (32%), construction (13%). accommodation food and beverage (12%) and manufacturing (12%) accounted for a significant percentage of those firms included in the survey.
- The vast majority of firms were open on a year-round basis.
- The majority (62%) experienced seasonal fluctuations in employment.
- Employment levels in 1984 varied from 3600 to 5700 between the low and peak months of

employment. The survey represents approximately 9.5% of the total number employed on Prince Edward Island.

- Since 1980, the volume of business had increased for 71% of the firms.
- On average, firms had two managers. Data are available on 490 managers and 167 supervisors.
- The majority of managers were either general managers and other senior officials (40%) or owners (27%).
- Managers identified diverse management training needs including the following:
  - personnel management (190 firms)
  - financial planning (178 firms)
  - accounting (172 firms)
  - human relations (165 firms)
  - improving employee performance (154 firms)
  - Sales (134 firms)
  - marketing (129 firms)
  - inventory control (124 firms)
  - promotion (122 firms)
  - taxation (89 firms)
  - production management (78 firms)
  - general management (74 firms)
  - programming of computers (73 firms)
  - purchasing of computer (67 firms)
  - word processing (46 firms)
  - computers (44 firms)
- The most common and preferred means of acquiring management skills training is through seminars.
- Employers were satisfied with the management skills training method currently utilized.

A broad variety of topics were covered however a minority of firms utilized management training methods.

- The major reason for not using management training was because it was perceived as not being necessary.
- The majority (55%) of managers were not aware of government sponsored management skill training courses.
- The few firms (31) who took government sponsored management skill training found them beneficial.
- The major reasons for not attending government sponsored management skill training were - 1) it was not considered necessary (28 firms) and 2) a lack of time (25 firms).
- Factors that could prevent an employee from participating in a management skill training course were lack of time, the timing, the cost and location of the course.
- The most preferred methods of management skills training was workshops or seminars.
- The overwhelming majority thought either the employer and government (47%) or employer only (26%) should sponsor management training.
- The most preferred time of year for management training courses was winter (64%) or fall (12%).
- The evening (71%) was considered to be the best time for management training courses.
- The best course format was either evenings or

two consecutive days.

- Managers supported various ways of promoting management training such as a newsletter (36%), mail (17%) or letter (17%). It seems managers prefer to be notified individually of upcoming management training courses.

In conclusion, the management training needs analysis provides important data which can be taken into consideration in the design of a government sponsored management training program. It is apparent that more work needs to be done in promoting not only the value of management training but also the availability.

By working closely with Island employers an effective management training program can be designed.

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APPENDIX "A"

CONFIDENTIAL WHEN COMPLETED

MANAGEMENT TRAINING NEEDS ANALYSIS
Summer 1984
PRINCE EDWARD ISLAND DEPARTMENT OF INDUSTRY

Interviewer: _____ Interviewee: _____

Date: _____

This summer the Prince Edward Island Department of Industry, in conjunction with the U.P.E.I. School of Business, is conducting an assessment of management training needs in firms throughout the Province. The information collected in this survey will be kept strictly confidential. The purpose of the survey is to identify your management training needs. This information will be used to identify management training courses which should be offered in the near future. The survey will take approximately 30 minutes.

Interviewer Comments: _____

_____

_____

_____

_____

BACKGROUND INFORMATION ON THE FIRM

Office Coding Only

1. (a) Is this the correct name of your firm? (Interviewer, write in the name prior to the interview. Read out the name.) ID ☐☐☐ 001

_____

(b) Is this your mailing address? (Interviewer, write in the address prior to the interview. Read out the address)

_____ LOC ☐☐ 002

_____

2. What is your Position within the firm? _____ SOC ☐☐☐☐ 003

3. What type of business, service or industry is your firm involved in?

_____ SIC ☐☐☐☐ 004

4. Is your firm usually open year round? ☐1 Yes ☐2 No 005

5. (a) Does employment in your firm fluctuate on a seasonal basis?

☐1 Yes ☐2 No 006
Go To 5(b) Go to 5(c)

5. (b) How many people does your firm expect to have employed in the peak month and lowest month this year (1984)?

Peak Month ☐☐☐ 007 Low Month ☐☐☐ 008
GO TO 5D

(c) How many people does your firm expect to employ, on average, this year (1984)?

Average ☐☐☐ 009

(d) Since 1980, has your volume of business

☐1 Increased ☐2 Decreased ☐3 Remained the same 010

THESE QUESTIONS PERTAIN TO MANAGERS ONLY. WE WILL BE DISCUSSING SUPERVISORS LATER.

6. (a) How many persons in your firm are:

☐☐ 011 Managers (plans, organizes, directs, controls a major function of the firm?)

6. (b) MANAGEMENT SUPERVISORY STAFF

1. What are their titles?	2. What are the duties of the (Interviewer insert title)	3. Does the have any management training needs?	4. In what areas?
012 ☐☐☐☐		☐1 Yes ☐2 No 013 GO TO 6(b) 1	014 ☐ 015 ☐ 016 ☐
017 ☐☐☐☐		☐1 Yes ☐2 No 018 GO TO 6(b) 1	019 ☐ 020 ☐ 021 ☐
022 ☐☐☐☐		☐1 Yes ☐2 No 023 GO TO 6 (b) 1	024 ☐ 025 ☐ 026 ☐
027 ☐☐☐☐		☐1 Yes ☐2 No 028 GO TO 6 (b) 1	029 ☐ 030 ☐ 031 ☐
032 ☐☐☐☐		☐1 Yes ☐2 No 033 GO TO 6 (b) 1	034 ☐ 035 ☐ 036 ☐
037 ☐☐☐☐		☐1 Yes ☐2 No 038 GO TO 7 (a)	039 ☐ 040 ☐ 041 ☐

7. (a) How many people in your firm are:

☐☐ Supervisors (Supervises and co-ordinates activities of workers)
042 IF 0 GO TO 8.

(b)

1. What are their titles?	2. What are the duties of the (Interviewer insert title	3. Does the have any management training needs?	4. In what areas?
	☐☐☐ 043	☐ 1 Yes ☐ 2 No 044 GO TO 7 (b) 1	045 ☐ 046 ☐ 047 ☐
	☐☐☐ 048	☐ 1 Yes ☐ 2 No 049 GO TO 7 (b) 1	050 ☐ 051 ☐ 052 ☐
	☐☐☐ 053	☐ 1 Yes ☐ 2 No 054 GO TO 7 (b) 1	055 ☐ 056 ☐ 057 ☐
	☐☐☐ 058	☐ 1 Yes ☐ 2 No 059 GO TO 7 (b) 1	060 ☐ 061 ☐ 062 ☐
	☐☐☐ 063	☐ 1 Yes ☐ 2 No 064 GO TO 7 (b) 1	065 ☐ 066 ☐ 067 ☐
	☐☐☐ 068	☐ 1 Yes ☐ 2 No 069 GO TO 8	070 ☐ 071 ☐ 072 ☐

MANAGEMENT SKILLS TRAINING METHOD CURRENTLY UTILIZED

8. What method of Management Skills Training does your firm currently use?

		How often has this occurred since 1980?	What was the course topic?	Were you satisfied with the training?
(a) Inhouse seminars/ workshops/courses conducted by staff	☐1 Yes ☐2 No 073 GO TO 8B	☐1 Rarely ☐3 Often ☐2 Sometimes ☐4 Very Often 074	_____ ☐ 075	☐1 Yes ☐2 No 076 GO TO 8B Why Not? ☐ 077 _____
(b) Inhouse seminars/ workshops/courses contracted out	☐1 Yes ☐2 No 078 GO TO 8C	☐1 Rarely ☐3 Often ☐2 Sometimes ☐4 Very Often 079	_____ ☐ 080	☐1 Yes ☐2 No 081 GO TO 8C Why Not? ☐ 082 _____
(c) Other seminars or workshops	☐1 Yes ☐2 No 083 GO TO 8D	☐1 Rarely ☐3 Often ☐2 Sometimes ☐4 Very Often 084	_____ ☐ 085	☐1 Yes ☐2 No 086 GO TO 8D Why Not? ☐ 087 _____
(d) College/ University courses	☐1 Yes ☐2 No 088 GO TO 8E	☐1 Rarely ☐3 Often ☐2 Sometimes ☐4 Very Often 089	_____ ☐ 090	☐1 Yes ☐2 No 091 GO TO 8E Why Not? ☐ 092 _____
(e) Materials purchased or rented	☐1 Yes ☐2 No 093 GO TO 8F	☐1 Rarely ☐3 Often ☐2 Sometimes ☐4 Very Often 094	_____ ☐ 095	☐1 Yes ☐2 No 096 GO TO 8F Why Not? ☐ 097 _____

(Interviewer - if appropriate only)

8. (f) Training provided by parent company, head office
☐ 1 Yes
☐ 2 No 098
GO TO 8G

How often has this occurred since 1980?
☐ 1 Rarely ☐ 3 Often
☐ 2 Sometimes ☐ 4 Very Often
099

What was the course topic?
_____
☐ 100

Were you satisfied with the Training?
☐ 1 Yes ☐ 2 No 101
GO TO 8G Why Not? ☐ 102
_____
_____

(g) Is there any other form of management training currently utilized?
☐ 1 Yes
☐ 2 No 103
GO TO I

(h) What form does it take?
_____ ☐ 104

☐ 1 Rarely ☐ 3 Often
☐ 2 Sometimes ☐ 4 Very Often
105

_____
☐ 106

☐ 1 Yes ☐ 2 No 107
GO TO 9 Why Not? ☐ 108
_____
_____

(i) If A-G are NO, why have you not used any types of management training?
_____ ☐ 109
_____ ☐ 110

Management Training - Government Sponsored

9. Are you aware of any government sponsored management training programs?

☐ 1 Yes ☐ 2 No 111

GO TO 12

10. (a) Have you or any of your firm's staff ever taken a government sponsored management training course since 1980?

☐ 1 Yes ☐ 2 No 112

GO TO 10H

(b) In total, how many courses have you and your firm's staff attended?

☐ Courses 113

(c) What was the course in? _____ Cours ☐☐ 114

(d) In your opinion, was the course beneficial?

☐ 1 Yes ☐ 2 No 115

GO TO 10E GO TO 10F

(e) How was it beneficial?

_____

_____

_____

GO TO 10G BenF ☐☐ 116

(f) Why was it not beneficial?

_____

_____

_____

N BenF ☐☐ 117

(g) What improvements would you suggest in the course?

_____

_____

_____

Imps ☐☐ 118

GO TO 11 IF MORE THAN 1 COURSE - OTHERWISE 12

(h) Why have you or your firm's staff not taken a government sponsored management training course since 1980?

_____

_____

_____

GO TO 12 Reas 1 ☐ 119

Reas 2 ☐ 120

SECOND COURSE

11. (a) What was the course in? _____ Cours ☐☐ 121

(b) In your opinion, was the course beneficial?

☐ 1 Yes ☐ 2 No 122

Go to 11c Go to 11d

11. (c) How was it beneficial?

GO TO 11E

BeneF 2 ☐ 123

(d) Why was it not beneficial?

N BeneF 1 ☐☐ 124

(e) What improvements could you suggest in the course?

Imps 2 ☐☐ 125

GOVERNMENT SPONSORED MANAGEMENT TRAINING-COURSE CONTENT

12. Would you or other management/supervisory staff attend courses in the following?

Accounting	☐ 1 Yes	☐ 2 No	126
Inventory Control	☐ 1 Yes	☐ 2 No	127
Quality Control	☐ 1 Yes	☐ 2 No	128
Taxation	☐ 1 Yes	☐ 2 No	129
Financial Management	☐ 1 Yes	☐ 2 No	130
Marketing	☐ 1 Yes	☐ 2 No	131
Sales Training	☐ 1 Yes	☐ 2 No	132
Advertising and Promotion	☐ 1 Yes	☐ 2 No	133
Personnel Management	☐ 1 Yes	☐ 2 No	134
Improving Employee Performance	☐ 1 Yes	☐ 2 No	135
Human Relations	☐ 1 Yes	☐ 2 No	136
Purchasing of Computers	☐ 1 Yes	☐ 2 No	137
Programming Computers	☐ 1 Yes	☐ 2 No	138
Word Processing	☐ 1 Yes	☐ 2 No	139

13. (a) Can you suggest any other areas or specific topics where training is necessary for managers and supervisors within your organization?

☐ 1 Yes GO TO 13B ☐ 2 No GO TO 13C 140

(b) Other topics?

TOP1 ☐☐ 141

TOP2 ☐☐ 142

13. (c) What factor could prevent an employee from your firm from participating in a management training course?

_____

_____

_____

_____

Barrier 1 ☐ 143

Barrier 2 ☐ 144

MANAGEMENT TRAINING METHODS

14. What method of Management Skills Training does your firm prefer to use?

(a) In house seminars/workshops/courses conducted by staff

☐$_1$ Yes ☐$_2$ No 145

(b) In house seminars/workshops/courses contracted out

☐$_1$ Yes ☐$_2$ No 146

(c) Other seminars or workshops

☐$_1$ Yes ☐$_2$ No 147

(d) Materials purchased or rented (for example, films)

☐$_1$ Yes ☐$_2$ No 148

(e) (Interviewer if appropriate only)
Training provided by parent company, head office

☐$_1$ Yes ☐$_2$ No 149

(f) College or University courses

☐$_1$ Yes ☐$_2$ No 150

(g) None of the above, management training is not necessary

☐$_1$ Yes ☐$_2$ No 151

(h) Any other form of management training

☐$_1$ Yes ☐$_2$ No 152

If yes, what form?_____

_____

_____

_____

_____ Form ☐ 153

15. (a) What do you think is the best way to offer management training?

_____

_____

_____

Means ☐ 154

(b) Why do you think this is the best way?_____

_____

_____

_____

Way ☐ 155

16. Who, in your opinion, should pay for management training?

☐$_1$ employer (including head office)
☐$_2$ government
☐$_3$ employer and government
☐$_4$ employee
☐$_5$ industry associations
☐$_6$ Labour unions
☐$_7$ other_____

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GOVERNMENT SPONSORED MANAGEMENT TRAINING COURSE TIMING

The Provincial Government is interested in your comments regarding government sponsored management training. In the past, The University of Prince Edward Island, Holland College or an association has offered management training courses which have been funded by Government.

17. When is the best time of the day for management training courses to be offered?

☐ 1 Morning
☐ 2 Early Afternoon (1-3 p.m.)
☐ 3 Late Afternoon (3-5 p.m.)
☐ 4 Early Evening (5-7 p.m.)
☐ 5 Evening (after 7 p.m.)
☐ 6 Other _____ 157

18. When is the best time of the year for management training courses to be offered?

☐ 1 Winter
☐ 2 Spring
☐ 3 Summer
☐ 4 Fall 158

19. If an employee in your firm could benefit from a 15 hour management training course, would it be better for your firm to have the course conducted

☐ 1 two consecutive days
☐ 2 3 afternoons a week
☐ 3 two days in the week that are not consecutive
☐ 4 other arrangement, please specify _____

_____ 159

MANAGEMENT TRAINING PUBLIC AWARENESS

20. One of the problems with Management Training Courses has been how to inform the private sector about the courses. What do you think is the most effective way to inform managers of upcoming management training courses (Interviewer, prompt with suggestions newspaper, television, newsletter)

_____

_____

_____

_____

Inf ☐ 160

21. (a) Would it be useful to have a management training contact person within your company who the Department of Industry could inform of upcoming courses?

☐ 1 Yes ☐ 2 No 161

(b) Is there any person you could suggest who we could contact in your firm to discuss upcoming management training courses?

NAME: _____

TELEPHONE NUMBER: _____

EXTENSION SERVICE

Human resource problems such as absenteeism, turnover, poor morale or job satisfaction can affect your firms productivity. An employer may also have identified a training need that requires attention. The Human Resource Development Division of the Prince Edward Island Department of Industry is considering the establishment of an Extension Service designed to assist employers with such problems.

22. (a) Would you utilize an extension service such as this? 162

☐ 1 Yes GO TO 22B ☐ 2 No GO TO 22C

(b) How could you use the Service?

GO TO 23A Serv ☐ 163

(c) What is the reason you would not use the service?

NonUtil ☐ 164

23. (a) Would it be beneficial to have someone visit your firm to discuss human resource problems? 165

☐ 1 Yes GO TO 23B ☐ 2 No GO TO 23C

(b) How would it be beneficial?

GO TO 24 Benef ☐ 166

(c) Why not?

NonBenef ☐ 167

24. Are there any other comments you would like to make at this time?

Comments ☐☐ 168

THANK YOU FOR TAKING THE TIME TO TALK WITH US. WE CERTAINLY APPRECIATE YOUR COMMENTS AND SUGGESTIONS!

DON'T FORGET TO GIVE OUT THE KIT!!!